



DEPARTMENT OF THE NAVY

NAVY RECRUITING COMMAND

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COMNAVCRUITCOM 1000.3C (HDQ)

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17 Feb 2011

COMNAVCRUITCOM INSTRUCTION 1000.3C (HEADQUARTERS)

From: Commander, Navy Recruiting Command

Subj: HEADQUARTERS MENTORSHIP PHILOSOPHY/GUIDELINES

Ref: (a) NAVPERSCOMINST 5300.1

(b) OPNAVINST 1040.11

Encl: (1) Mentorship Card

1. Purpose. To provide guidance for a Command Mentorship Philosophy for Headquarters, Navy Recruiting Command (NAVCRUITCOM) (military and DoN civilian) per references (a) and (b).

2. Cancellation. COMNAVCRUITCOMINST 1000.3B. This is a complete revision and must be read in its entirety.

3. Discussion

a. Mentorship creates an environment where individuals feel valued and motivated to succeed. The goal of this instruction is to provide general guidance needed for all military and civilian members of NAVCRUITCOM to develop into 21<sup>st</sup> Century leaders. The mentorship philosophy is a relationship between individuals who work together toward a mutually defined goal of developing the mentee's skills, abilities, knowledge, and thinking. This philosophy is designed to further develop mentor/mentee relationships already established from previous relationships or newly established relationships within the command.

b. Providing positive, proactive mentorship is a proven means of enhancing the quality of service from all personnel. Senior officers, civilians, and enlisted personnel alike have long recognized their responsibilities for the professional and personal development of junior personnel. Living up to this responsibility largely consists of taking an active interest in the member's goals and desires, helping to develop and implement plans to meet those goals. Senior-junior working relationships are the basis of mentorship and it forms the foundation of our efforts to cultivate and retain our personnel. A successful

mentorship environment will promote personal and professional excellence and involvement throughout the command, maximizing every member's potential.

4. Objective. To further reinforce a NAVCRUITCOM Mentorship philosophy designed to assist all assigned personnel with their personal and professional development. Mentorship will ultimately prepare each individual for specific and general responsibilities that they will be required to assume during the course of their career. Several programs exist to help personnel in their professional development. These include, but are not limited to, career counseling and career development boards, fitness reports and periodic evaluations, professional military training and education, technical and academic education, assignment and placement opportunity, recognition programs, core values, Navy history and heritage, and professional ethics.

5. Definitions. The following are common terms associated with mentoring:

a. Mentor. A mentor is a trusted counselor or guide who is involved in the development and support of a mentee's professional development and is not necessarily based on rank or paygrade.

b. Mentee. A mentee is the member being mentored by his/her mentor.

c. Formal mentoring. Formal mentoring normally takes place with established programs such as career development boards, periodic evaluations, and other established leadership/supervisory programs and involves the member's chain of command. Goals are established and tracked through these programs and are normally documented in a member's Division Officer Record (DOR). Command training and support is provided by the command throughout the entire program.

d. Informal mentoring. Informal mentoring occurs almost on a daily basis through interactions with a member's chain of command, mentors from previous duty stations/organizations and without the assistance or direction as specifically outlined in this directive.

6. Responsibilities

a. Commander, Navy Recruiting Command will establish a philosophy and overall direction.

b. Chief of Staff (COS) will:

(1) Have overall responsibility in executing the Commander's guidance.

(2) Oversee implementation for officer and civilian personnel.

(3) Review semi-annual trends and training reports and identify areas in need of training and guidance.

c. NAVCRUITCOM Senior Enlisted Leader (SEL) will:

(1) Oversee implementation for enlisted personnel.

(2) Ensure Chief Petty Officer training is conducted that further strengthens the command's mentorship philosophy.

(3) Ensure Career Development Boards (CDB), a key piece to mentoring for personnel, are conducted, in accordance with established instructions.

d. Department Heads: Department Heads are responsible for taking an active role in encouraging mentoring and making time for personnel to accomplish mentoring activities.

e. Mentors will:

(1) Know their people and accept personal responsibility for them.

(2) Take an active role in the professional development of the people they supervise. Complete enclosure (1) for each mentee.

(3) Provide feedback, inspire, encourage, and serve as a positive role model and take part in CDBs, disciplinary review boards, and other proceedings as necessary with regards to the mentee.

7. Action. Mentorship is an inherent responsibility of good leadership. Personnel are more effective at carrying out the mission when they are professionally prepared to assume their

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duties and responsibilities. These guidelines will assist the command in developing personnel assigned to NAVCRUITCOM. Mentorship promotes personal and professional excellence, maximizing every member's potential.

/s/

W. C. MARVEL

Chief of Staff

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